



COMPARISON OF PSYCHOLOGICAL CAPITAL AND SELF-COMPASSION IN TERMS OF GENERATIONS: A RESEARCH ON AVIATION COMPANIES

KUŞAKLAR AÇISINDAN PSİKOLOJİK SERMAYE VE ÖZ ANLAYIŞIN KARŞILAŞTIRILMASI: HAVACILIK İŞLETMELERİ ÜZERİNE BİR ARAŞTIRMA

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Abstract

This study aims to compare psychological capital and self-compassion levels of various generations working in aviation companies, and also to investigate the effect of psychological capital on self-compassion. The research data were collected from 303 employees working in air taxi companies in Türkiye, using the purposeful sampling method, by face-to-face survey technique. The data obtained were tested with the SPSS 25.0 package program. Frequency analysis, factor and reliability analysis, descriptive statistics, correlation analysis, and Kolmogorov-Smirnov test were used to analyze the data of the study. Levene test and ANOVA analysis were made in the difference tests. In order to understand the difference among the generations, the Tukey HSD test as the Post Hoc tests was also applied. As a result of the research findings, a significant difference emerged between hope, which is one of the sub-dimensions of psychological capital, and Generation Z. It was found that there is a significant difference between psychological resilience and self-compassion and Generation Y. It was also determined that psychological capital, hope, and psychological resilience have a significant and positive effect on self-compassion. Finally, it was determined that optimism had a significant and positive effect on self-compassion.

Keywords: Generations, Psychological Capital, Self-Compassion, Aviation Companies

Öz

Bu çalışmanın amacı havacılık işletmelerinde görev yapan çeşitli kuşaklar açısından psikolojik sermaye ve öz anlayışın karşılaştırılmasını yapmak ve bunun yanında psikolojik sermayenin öz anlayış üzerindeki etkisini araştırmaktır. Araştırmanın verileri, Türkiye'deki hava taksi işletmelerinde görev yapan 303 çalışandan amaçlı örnekleme yöntemi kullanılarak yüz yüze anket tekniği ile elde edilmiştir. Bu veriler önce SPSS 25.0 paket programı ile test edilmiştir. Araştırmada toplanan veriler üzerinden frekans analizi, faktör ve güvenilirlik analizleri, tanımlayıcı istatistikler, korelasyon analizi ve Kolmogorov-Smirnov testi yapılmıştır. Farklılık testleri bünyesinde Levene testi ve ANOVA analizi yapılmıştır. Ayrıca, farklılıkların hangi kuşaktan kaynaklandığını anlamak için Tukey HSD testi kullanılarak yapılan Post Hoc testi uygulanmıştır. Araştırmanın bulguları neticesinde psikolojik sermayenin alt boyutlarından olan umut ile Z kuşağı arasında anlamlı bir farklılık ortaya çıkmıştır. Psikolojik dayanıklılık ve öz anlayış ile Y kuşağı arasında anlamlı bir farklılık olduğu bulunmuştur. Ayrıca, psikolojik sermayenin, umudun ve psikolojik dayanıklılığın öz anlayışı anlamlı ve pozitif yönde etkilediği saptanmıştır. Son olarak, iyimserliğin öz anlayışı anlamlı ve pozitif yönde etkilediği belirlenmiştir.

Anahtar Kelimeler: Kuşaklar, Psikolojik Sermaye, Öz Anlayış, Havacılık İşletmeleri

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Introduction

People have changed over time, especially in the 20th and 21st centuries, due to technological and technical advances, economic developments, cultural changes in the social structure, negative reflections caused by wars and conflicts, etc. Essentially, the effects of years have increased intergenerational differences. This brought about various understanding and perception differences in business life. In particular, according to the general literature, Baby Boomers, (Toruntay, 2011: 71; as cited in Aydın & Başol, 2014: 3) who were born between 1946 and 1964, were collaborative, knew their responsibilities, followed the rules, and attached importance to teamwork, Generation X individuals, (Twenge, 2010: 201), who were born between 1965 and 1979, were highly motivated, contented, attached importance to authority, had a variable sense of loyalty, had a high level of anxiety, and gave importance to a comfortable work climate, Generation Y individuals, (Bourne, 2009: 55) who were born between 1980 and 2000, attaches importance to their independence, is open to innovations and changes, can easily keep up with the agenda and attaches importance to their freedom, and finally Generation Z individuals (Toruntay, 2011: 83; as cited in Aydın & Başol, 2014: 4; Poláková & Klímová, 2019: 3) who were born in 2000 and after, who have developed creativity, who can seek rights, who do not want to do standard works, who can orient to creative works, who want to personalize everything, who are fond of freedom, still have an active role in their personal life and working life (Parry & Urwin, 2011: 80). Essentially, the reflection of the personality traits and psychological states of the organization employees in business life according to the changing generational structures has been examined through various concepts in the literature.

In this context, one of these concepts, psychological capital, can be expressed as individuals' determination to increase their competence, their beliefs and efforts to achieve a job, their struggle for their goals, and their resistance to an obstacle (Şener, 2017: 59-60; Welter & Scrimshire, 2021: 2). Substantially, employees' high level of psychological capital may have a positive effect on their self-compassion, which is expressed as self-awareness, considering difficult situations as the normal flow of life, and tolerating themselves instead of judging badly when they experience suffering, pain and failure (Neff, 2003a: 86).

In essence, psychological capital has started to take place more in the literature, especially in recent years, with its increase of the human (labor force) capital in working life, as well as economic capital and social capital (Sen & Mert, 2019: 10; Ocağ et al., 2016, p. 113; as cited in Büyükbeşe et al., 2019: 202). In the past, managers attached great importance to the economic capital of the organization by taking into account the physical resources, tangible assets, and tangible-fixed assets of an enterprise. However, these attitudes of managers have changed in the course of time and managers have begun to think that the human capital consisting of the knowledge, skills, and experiences of the employees is also important for the organizations (Harter et al., 2002: 268; Luthans et al. 2004: 45; Mura & Longo, 2013; 437; Luthans. & Youssef, 2004: 143).

According to some researchers, it is stated that the attitudes and behaviors of employees with high psychological capital play an important role in their self-perceptions developed towards themselves. In this context, this study can come into prominence in terms of filling the gap in the literature because there are few studies on the effects of psychological capital on the thoughts and feelings of employees belonging to different generations. Accordingly, it is aimed to compare psychological capital and self-compassion in terms of generations.

1. Conceptual Framework

1.1. Psychological Capital

For the first time, Luthans et al. (2004) referred to the concept of psychological capital by considering the concepts of economic capital, social capital, and human capital and the interactions between these concepts and emphasizing the positive attitudes and behaviors of people (Zhao & Hou, 2009: 37). Psychological capital is a concept mostly used in organizational behavior and positive psychology field from past to present (Luthans et al., 2007: 542; as cited in Welter & Scrimshire, 2021: 2).

Psychological Capital is the individual's belief in himself that he can overcome challenging tasks (i.e. self-efficacy), having a positive perception that he will be successful in his current task and in the future (i.e. optimism), being determined to achieve his mission and his goals (i.e. hope), and his ability to cope with difficult situations and to withstand difficulties (i.e. resilience) (Luthans et al. 2007; Youssef & Luthans, 2009). In other words, psychological capital is associated with individuals' determination to increase their competence, their beliefs and efforts to achieve a job, their struggle for their goals, and their resistance to an obstacle (Şener, 2017: 59-60; Welter & Scrimshire, 2021: 2). From a different viewpoint, we can define psychological capital as individuals' ability to recognize and control their capacity and to stand up against obstacles (Luthans et al., 2007: 3). In fact, psychological capital is a concept that plays a role in the success of the individual and points out his positive psychological development (Luthans et al., 2007: 3 Luthans et al., 2015: 31; as cited in Welter & Scrimshire, 2021: 2; Beal, 2011).

In general, dimensions of psychological capital are expressed as optimism, hope, resilience, and self-efficacy in the literature (Luthans & Youssef, 2004: 158; Welter & Scrimshire, 2021: 2; Vilarino del Castillo & Lopez-Zafra, 2022). Among these dimensions, optimism is the individual's thought related to being successful now and in the future. Hope is the individual's having certain goals and is a motivational situation related to his belief that he will achieve these goals (Schneider, 2001; as cited in Aliyeva & Tunc, 2015: 98; Luthans & Youssef, 2004: 158). Resilience is related to the individuals' capacity to resist uncertainties, adverse situations, difficulties, failures, etc., and to recover from them (Luthans, 2002: 702). Self-efficacy is related to the individuals' confidence and belief in their own abilities to activate their cognition, mental abilities, ability to act according to the situation, and motivation while doing their job (Bandura, 1993: 119; as cited in Aliyeva & Tunc, 2015: 98).

1.2. Self-Compassion

The self-compassion originated from Buddhist philosophy and was first mentioned in the literature by Neff in 2003 (Neff, 2003b: 226). Self-compassion conceptually takes place within the scope of the positive psychology field (Carr, 2016; as cited in Topçu, 2022: 38). Self-compassion refers to individuals' ignoring their suffering caused by adverse situations, having a non-judgmental attitude toward their suffering, and recognizing the suffering experienced by other individuals in the same way and perceiving this situation as an experience (Neff, 2003b: 251). In other words, self-compassion can be expressed as individuals' self-awareness, considering tough situations as the normal flow of life and approaching themselves in a tolerant way instead of judging themselves harshly when they experience suffering, pain, and failure (Neff, 2003a: 86). Besides that, self-compassion refers to approaching our own suffering and grief as the suffering and grief of others (Nicklin et al., 2022: 140; Neff, 2003b: 251; Neff, et al., 2007: 909). Essentially, self-compassion is about individuals' accepting themselves as they are in all respects, being attentive and prudent against bad conditions (Gilbert, 2009). In short, self-compassion is related to being sensitive and tolerant of the individual against life's challenges or when they feel inadequate (Neff, et al., 2007: 909).

Self-compassion supports individuals to evaluate their experiences from the right point of view (Pauley & McPherson, 2010: 131). Self-compassion also enables individuals to be aware of the problems, obstacles, and failures in their lives and is a supportive factor in overcoming this situation (Gilbert, 2009: 120; as cited in Nicklin et al., 2022: 140). Individuals with a high level of self-compassion maintain their positive mood and life satisfaction instead of continuing their negative thoughts and feelings because of a bad mood (Neff, 2003a: 88). Some researchers have found that self-compassion ascertains some basic concepts. These (Neff, 2003b: 226) are as follows: Self-compassion is about individuals showing kindness and understanding attitude towards themselves, just as they treat other people. Common humanity is about the individual's awareness of the negative events experienced by other people. Mindfulness is about creating awareness and being understanding towards these thoughts instead of being caught up in negative thoughts (Neff, 2003b; Luthans et al., 2007: 542; Uyanık & Çevik, 2020).

1.3. Interconceptual Relations and Hypothesis

Various concepts related to employees have come to the forefront with a focus on the human element of the importance given to the economic elements by organizations over time. One of these concepts, psychological capital, is related to individuals' determination to increase their competence, their beliefs and efforts to achieve a job, their struggle for their goals, and their resistance to an obstacle (Şener, 2017: 59-60; Welter & Scrimshire, 2021: 2). The self-acceptance of individuals with a high level of psychological capital in all aspects can increase their level of self-compassion, which symbolizes being careful and prudent against bad conditions (Gilbert, 2009). Individuals with high self-concepts can make healthy cognitive and emotional judgments against adverse events. They also have a positive feeling towards such events (Youssef-Morgan & Luthans, 2015; as cited in Huang & Zhang, 2022: 565)

In literature, several studies have been found on the effects of the research variables on each other. Among them, Sweet and Swayze (2017) found that the highest psychological capital level and self-efficacy dimension belonged to Baby Boomers employees, and was followed by Generation X and Generation Y employees. Yıldız (2017) found that the psychological capital levels of Generation X employees are higher than Generation Y employees. In his study, Erbelger (2022) found that the psychological capital's self-efficacy, resilience, and hope subdimensions did not differ between Generations X and Y. In the study conducted by Çevik and Kırmızı (2020) on Generation Z in Türkiye, they revealed that self-compassion has a mediating effect on different variables. Hidayat et al. (2020) found in their study that psychological capital has positive effects on self-compassion. Polatçı and Baygın (2022) also found in their study that psychological capital has positive effects on self-compassion. In addition, Yalap and Baygın (2020) found in their study that psychological capital has positive effects on self-compassion. Finally, Poots and Cassidy (2020) found in their study that psychological capital has positive effects on self-compassions. Accordingly, to examine the difference between Generation X, Y, and Z employees and psychological capital and self-compassion, and the effect of psychological capital on self-compassion, several hypotheses have been formed for the relationships between the variables, the effects, and the methods to be created concerning the past studies in question. The hypotheses created are listed below:

H1: There is a significant difference between Generation X, Y, and Z employees and psychological capital dimensions.

H1a: There is a significant difference between Generation X, Y, and Z employees and optimism.

H1b: There is a significant difference between Generation X, Y, and Z employees and hope.

H1c: There is a significant difference between Generation X, Y, and Z employees and psychological resilience.

H1d: There is a significant difference between Generation X, Y, and Z employees and self-efficacy.

H2: There is a significant difference between Generation X, Y, and Z employees and self-compassion.

H3: Psychological capital levels of employees affect their self-compassion significantly and positively.

2. Purpose and Method of the Research

2.1. Purpose and Significance of the Research

The purpose of this study is to compare the psychological capital levels and self-compassions of various generations of employees working in air taxi companies and to determine the effect of psychological capital on self-compassion. It is expected to make a great contribution to the literature, especially since no study on this subject includes all generation X, Y, and Z differences related to psychological capital and self-compassion variables. It will also be tried to inferentially prove how the self-compassion of employees with a high level of psychological capital is affected. In addition, another significant aspect of the research is to reveal the change in the thoughts of the employees about themselves, with the help of managers to increase the psychological capital of their employees.

2.2. Research Sample and Data Collection Tools

Baby Boomers employees, who are very few in aviation companies and do not constitute a statistical sample in this case, were not used in the research sample. Accordingly, approximately 420 white-collar participants from Generations X, Y, and Z, working in air taxi companies operating in the aviation sector throughout Türkiye, constitute the research population. In the study, since the data of one out of 304 questionnaires collected from the participants were missing, 303 white-collar employees from Generations X, Y, and Z were considered as samples. The purposive sampling method was used in the research, and the research was carried out on the sample group with the survey method (Sencer, 1989). In this context, the sample size of 303 employees, calculated by considering a 5% margin of error within the 95% confidence limits, is at an acceptable level (Gürbüz & Şahin, 2018, p. 148).

Approval was obtained for the ethical suitability of the research by the decision of the Scientific Ethics Review Committee, Deanship of the Faculty of Economics and Administrative Sciences, Selçuk University dated 23.02.2023, and numbered 02/23. The data obtained were analyzed with the SPSS 25.0 package program. The scale developed by Luthans et al. (2007) and adapted into Turkish by Çetin and Basım (2012) to measure the *psychological capital* levels of the participants and the scale developed by Neff (2003b) and adapted into Turkish by Deniz et al. (2008) to measure the *self-compassion* levels of employees were used in the study. In the research scale, the 1st, 8th, and 11th questions in the psychological capital variable and the 1st, 5th, 7th, 15th, 17th, 19th, 22nd, and 23rd questions in the self-compassion variable were reverse coded.

3. Research Findings

3.1. Demographic Structure

Demographic findings are shown in Table 1.

Table 1. Demographical Characteristics of Generations

Gender	N	%	Marital Status	N	%
Male	242	79.9	Married	219	72.2
Female	61	20.1	Single	27.8	84
Educational Status			Educational Status (Continue)		
High School	12	3.9	Bachelor's Degree	159	52.5
College	109	36	Master /PhD	23	7.6
Age			Total Working Period		
18-24 years old	101	33.3	Between 1 -5 years	19	6.1
24-43 years old	101	33.3	Between 6-10 years	93	30.6
44-58 years old	101	33.3	Between 11-15years	48	15.8
			Between 16-20 years	56	18.3
			Between 21-25 years	64	21.0
			26 years or above	23	8.5

According to demographic characteristics, 20.1% (61) of the participants were female, and 79.9% (242) were male. 72.2% (219) of the participants were married, and 27.8% (84) were single. Since the questionnaires will be used in the Anova test, the sample numbers of the variables were equated, and the questionnaires were applied. In this case, since the number of Baby Boomers employees born between 1946 and 1964 was very few, and this will negatively affect the statistical data, they were not included in the sample. In the study, the ages of all participants between 18 and 24 years old (Generation Z), 24 and 43 years old (Generation Y), and 44 and 58 years old (Generation X) were taken as 33.3 (101) over the same variance. 3.9% (12) of the participants were high school graduates, 36% (109) were associate graduates, 52.5% (159) were bachelors, and 7.6% (23) were Master/Ph.D graduates. The total employment period of the participants is as follows: 6.1% (19) between 1 and 5 years, 30.6% (93) between 6 and 10 years, 15.8% (48) between 11 and 15 years, 18.3% (56) between 16 and 20 years, 21.0% (64) between 21 and 25 years, and 8.5% (23) 26 years and above.

3.2. Validity and Reliability Analysis

In this part, exploratory factor analysis was used to test the validity of the variables. Accordingly, exploratory factor analysis was applied through principal components and the varimax rotation method. In addition, the reliability of the variables was examined through Cronbach's Alpha reliability coefficient. The reliability and validity of the variables are presented in Table 2.

COMPARISON OF PSYCHOLOGICAL CAPITAL AND SELF-COMPASSION IN TERMS OF
GENERATIONS: A RESEARCH ON AVIATION COMPANIES

Table 2. The Validity and Reliability Analysis for Variables

Psychological Capital				
Factors	Eigenvalue	Cronbach's Alpha	Factor Exp.	Factor Loading (Min.-Max.)
Optimism	1.657	.718	13.672	.364-.846
Hope	1.835	.733	15.637	.477-.859
Resilience	1.78	.807	16.291	.457-.839
Self Efficacy	1.216	.731	11.738	.344-.694
Psychological Capital (<i>Ex. Tot. Var.</i> = %57,339; <i>p</i> =0,000; α =0,812; KMO = 0,771 ; Bartlett's Sph. χ^2 = 832,158)				
Self Compassion				
Factors (%)	Eigenvalue	Cronbach's Alpha	Factor Exp.	Factor Loading (Min.-Max.)
Self Compassion	1,535	.768	31.432	0,496-0,844
Self Compassion (<i>Ex. Tot. Var.</i> = %31.432; <i>p</i> =.000; α =.768; KMO = .681 ; Bartlett's Sph. χ^2 = 811,327)				

According to the exploratory factor analysis in Table 1, factor loadings of psychological capital and self-compassion variables were found to be above 0.30, and these values are valid for social sciences (Büyüköztürk, 2002: 127). The KMO values related to psychological capital and self-compassion were 0.771 and 0.681, respectively, and above 0.60, considered valid for social sciences. It is also significant at the level of the Bartlett test ($p < .05$) of the variables (Lorcu, 2020: 247). The total variance of psychological capital and self-compassion variables are also 57,337% and 31,432%, respectively. In this case, values above 0.30 for one-dimensional variables and above 0.50 for multidimensional variables are reasonable (Büyüköztürk, 2002: 128). In addition to these, the reliability coefficients of psychological capital and self-compassions exceeded 0.70. It is sufficient for social sciences (Gürüş & Astar, 2019: 306).

Psychological capital has also been identified as having four dimensions. This is similar to the psychological capital scale. However, in our study, since the factor loading of an item was below 0.30 and loaded on many factors, it was eliminated. Factors related to self-compassion were identified as the only factor. This is similar to the self-compassion scale. However, in our study, since the factor loading of two items was below 0.30 and loaded on many factors, they were eliminated. (Büyüköztürk, 2002: 128).

3.3. Descriptive Statistics and Correlation Analysis

In this part, descriptive statistics are made. Correlation analysis was also used to determine the relationships between psychological capital and self-compassion variables. Correlation analysis is presented in Table 3.

Table 3. Descriptive Statistics and Correlation Analysis for Variables

Scales	\bar{X}	S.D.	1	2	3	4	5	6
1. Psychological Capital (G)	5.26	0.91	1,000					
2. Optimism	5.40	0.59	0.262**	1,000				
3. Hope	5.30	0.92	0.306**	0.329**	1,000			
4. Resilience	5.37	0.94	0.308**	0.346**	0.263**	1,000		
5. Self Efficacy	5.05	0.55	0.263**	0.345**	0.226**	0.151**	1,000	
6. Self Compassion	5.38	0.94	0.279**	0.336**	0.343**	0.457**	0.79	1,000

* p < .05 ve **p < .01

According to Table 3, the highest average mean belongs to self-compassion (5.38), while the lowest belongs to self-efficacy (5.05). The skewness and kurtosis values were determined to be between ± 1.50 . In this case, according to Tabachnick and Fidell (2013: 68), this was a normal distribution. According to the correlation analysis, the highest correlation is also between resilience and self-compassion ($r=.457$; $p=.000$). The lowest correlation was also between optimism and self-compassion ($r=.279$; $p=.000$).

3.4. Findings Related to the Hypotheses

3.4.1. Homogeneity Test Results Regarding Psychological Capital and Its Sub-Dimensions

In this part, firstly, the Kolmogorov-Smirnov test was applied to test whether or not the items in the psychological capital and self-compassion scales fit the normal distribution, and the Levene test was applied to determine whether or not the variances showed a homogeneous distribution. Data fit the normal distribution since the Kolmogorov-Smirnov test results for the variables of psychological capital and self-compassion are greater than 0.05 (Gürbüz & Şahin, 2018: 243). Since the sigma value for the psychological capital sub-dimensions is also greater than $p > .05$, it is accepted that the homogeneous assumption of variances is provided (Pallant, 2015: 277). As a result, since the distributions of psychological capital and self-compassion variables were normal, it was continued the analysis by applying an independent ANOVA analysis, one of the parametric tests, and used to compare the mean values of more than two groups (Pallant, 2015: 277). In this case, the sample numbers of the variables were equated and used in the ANOVA test in the questionnaires. Because the group variances are homogeneous, the Post Hoc test using Tukey's HSD test was examined in order to determine the differences between groups in terms of psychological capital and self-compassion (Lorcu, 2020: 127). The findings regarding the ANOVA analysis of the Psychological Capital variable are presented in Table 4.

COMPARISON OF PSYCHOLOGICAL CAPITAL AND SELF-COMPASSION IN TERMS OF GENERATIONS: A RESEARCH ON AVIATION COMPANIES

Table 4. Differentiation of Psychological Capital Sub-Dimensions and Self-Compassion by Generations

Variables	Sum of Squares	df	Mean Square	F	Sig.
Optimism	8,802	2	1,225	2.187	.551
Hope	11,263	2	4.242	4.271	.001
Resilience	12.102	2	3.835	3.769	.001
Self Efficacy	3,911	2	1.131	1.13	.220
Self Compassion	12.238	2	4.219	4.275	.002

p< .05 level

According to Table 4, while no significant difference was observed between optimism ($p=.551>.05$) and self-efficacy ($p=.220>.05$), which are the sub-dimensions of psychological capital, and the generation of employees, there was a significant difference between hope ($p=.001<.05$) and psychological resilience ($p=.001<.05$) and generations. A significant difference was also found between self-compassion ($p=.002<.05$) and generations. In the direction of the results obtained, the H1b, H1c, and H2 hypotheses were accepted, while H1a and H1d hypotheses were rejected. A Post Hoc test using Tukey's HSD test was applied to determine from which generation the difference originated. Table 5 shows the Post Hoc Test results related to psychological capital's sub-dimensions and self-compassion.

Table 5. Post Hoc Test on Sub-Dimensions of Psychological Capital and Self-Compassion

Variables	Generations	Generation Groups	Mean Differences	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
Hope	X (1)	Y (2)	-.751	.498	.304	-1.89	.48	
		Z (3)	-1.589	-.528	.006	.39	2.81	
		Y (2)	X (1)	.751	.498	.304	-.48	1.89
	Y (2)	Z (3)	1.562	-.513	.007	.36	2.94	
		Z (3)	X (1)	1.589	-.528	.006	-2.81	-.39
			Y (2)	-1.562	-.513	.007	-2.94	-.36
Resilience	X (1)	Y (2)	.1608	-.548	.004	.42	2.90	
		Z (3)	.762	.493	.312	.46	-1.96	
	Y (2)	X (1)	-1.608	.548	.004	-2.90	-.42	
		Z (3)	-.765	.488	.006	-1.84	-.42	
	Z (3)	X (1)	-.762	.493	.312	1.96	-.46	
		Y (2)	.765	.488	.006	.42	1.84	
Self-Compassion	X (1)	Y (2)	-1.432	.339	.003	-2.189	-.619	
		Z (3)	.853	.521	.241	-2.81	.39	
	Y (2)	X (1)	1.438	.348	.003	.614	2.215	
		Z (3)	-1.388	.339	.001	-2.189	-.619	
	Z (3)	X (1)	-.853	.521	.241	-.39	2.81	
		Y (2)	1.388	.339	.001	.619	2.189	

* p< .05 level

According to the Post Hoc test results shown in Table 5, there is a significant difference between the mean of Generations Z and X ($p=.006 < .05$) and Generations Z and Y ($p=.007 < .05$) for the variable of hope. It was also determined that the lower bound and upper bound intervals [0.39, 2.81; 0.36, 2.94] of both groups did not contain zero. In this case, it can be said that there is a significant difference between the mean scores of hope level of the employees in Generations Z and X and Generations Z and Y. However, there was no significant difference ($p=.304 > .05$) for the mean scores of Generations X and Y for the hope variable. It was also determined that the lower bound and upper bound intervals [-0.48, 1.89] contain zero for this generation group. In this case, it can be said that there is no significant difference between the mean scores of the hope level of the employees in Generations X and Y. As a result, while Generations X and Y show similar characteristics, Generation Z differs from both generations. There is a significant difference between the mean scores of Generations Y and X ($p=.004 < .05$) and Generations Y and Z ($p=.006 < .05$) for the resilience variable. It was also determined that the lower bound and upper bound intervals of both groups [0.42, 2.90; 0.42, 1.84] did not contain zero. In this case, it can be said that there is a significant difference between the mean scores of psychological resilience level of the employees in Generations Y and X and Generations Y and Z. However, there was no significant difference ($p=.312 > .05$) for the mean of Generations X and Z in the resilience variable. It was also determined that the lower bound and upper bound intervals [0.46, -1.96] contain zero for this generation group. In this case, it can be said that there is no significant difference between the mean scores of the psychological resilience level of the employees in Generations X and Z. As a result, while Generations X and Z show similar characteristics, Generation Y differs from both generations. Finally, there is a significant difference between the mean scores of Generations Y and X ($p=.003 < .05$) and Generations Y and Z ($p=.001 < .05$) for the self-compassion variable. It was also determined that the lower bound and upper bound intervals [0.614, 2.215; 0.619, 2.189] of both groups did not contain zero. In this case, it can be said that there is a significant difference between the mean scores of the self-compassion level of the employees in Generations Y and X and Generations Y and Z. However, there was no significant difference ($p=.241 > .05$) for the mean scores of Generations X and Z in the self-compassion variable. It was also determined that the lower bound and upper bound intervals [-0.39, 2.81] contain zero for this generation group. In this case, it can be said that there is no significant difference between the mean scores of the self-compassion level of the employees in Generations X and Z. As a result, while Generations X and Z show similar characteristics, Generation Y differs from both generations. As a result, hypothesis H1b, H1c and H2 were accepted.

3.4.2. Regression Analysis of Variables

Regression Analyzes of the variables are presented in Table 6.

Table 6. Regression Analyzes

Model	Dependent Variable	Independent Variable	β	T	P
1	Self-Compassion	<i>Conts.</i>	4.636	5.347	.000
		Psychological Capital	.426	4.436	.000
F= 42.349; Model (P)= .000 ; R ² = .410; Adj.R ² = .391					
Model	Dependent Variable	Independent Variable	β	T	P
2	Self-Compassion	<i>Conts.</i>	5.364	3.214	.000
		Optimism	2.356	3.432	.001
		Hope	3.425	2.747	.001
		Resilience	2.436	2.537	.001
		Self Efficacy	.85	1.534	.169
F= 35.943; Model (P)= .000; R ² = .354; Adj.R ² = .327					

In Table 6, psychological capital explains 41.0% of self-compassion in Model 1. In addition to this, F= 42.349 and sig= 0.000 indicate that the relationship between the variables is significant. Psychological capital (β = .426, p= .000) also has a significant and positive effect on self-compassion. In Model 2, sub-dimensions of psychological capital explain 32.7% of self-compassion. In addition to this, F= 35,943; and sig= 0.000 indicates that the relationship between the variables is significant. Optimism (β = 2.356, p= .000), hope (β = 3.425, p= .000), and resilience (β = 2.436, p= .000), respectively, also have a significant and positive effect on self-compassion. As a result, hypothesis H3 was accepted. Briefly, all the hypotheses are presented in Table 7.

Table 7. Status of the Hypotheses

Hypothesis	Content	Status
H1	There is a significant difference between Generation X, Y, and Z employees and psychological capital dimensions.	Semi-Accepted
H1a	There is a significant difference between Generation X, Y, and Z employees and optimism.	Rejected
H1b	There is a significant difference between Generation X, Y, and Z employees and hope.	Accepted
H1c	There is a significant difference between Generation X, Y, and Z employees and psychological resilience.	Accepted
H1d	There is a significant difference between Generation X, Y, and Z employees and self-efficacy.	Rejected
H2	There is a significant difference between Generation X, Y, and Z employees and self-compassion.	Accepted
H3	Psychological capital levels of employees affect their self-compassion significantly and positively.	Accepted

According to Table 7 hypothesis H1b, H1c, H2 and H3 are accepted. In addition, hypothesis H1 is semi-accepted. Finally, hypothesis H1a and H1d are rejected.

4. Conclusion and Discussion

In a system where everything changes at the organizational level at any time, especially the psychological states of service sector employees play a significant role in the efficiency, productivity, and performance of organizations. Accordingly, it is important how employees from different generations will react especially to adverse conditions, the effects of these conditions on their own compassion, and finally, the reflection of these effects on the organizations. In this context, this study aimed to determine whether there are significant differences between the dimensions of psychological capital and self-compassions of generation X, Y, and Z employees and whether the psychological capital levels of the employees affect their self-compassion meaningfully and positively.

According to the research results, there was a significant difference between hope, one of the sub-dimensions of psychological capital, and generation Z. This may be because Generation Z employees know their proficiency levels and increase their psychological capital by exhibiting a creative and collaborative attitude against a contrary situation. It was found that there is a significant difference between psychological resilience and Generation Y. This can enable Generation Y employees to be more open to innovations, new experiences, and changes than other generations, to find the strength to overcome obstacles, and to act more individualist and independent against sudden or bad conditions. It was also found that there was a significant difference between self-compassion and Generation Y. This may be because Generation Y employees are self-confident, know their capacities, are freedom lovers, and their ability to

overcome bad conditions leads them to be more individualistic by exhibiting a positive attitude towards themselves. It was found that psychological capital has a significant and positive effect on self-compassion. This may be because employees with a high level of psychological capital can recognize and control their capacities, accept themselves in all aspects, and be attentive and prudent against bad conditions, through their attitude to resist obstacles. It was found that optimism had a significant and positive effect on self-compassion. This may be because these employees think they are successful, and that they have good thoughts about their job, causing them to feel good and accept them in all aspects. It was found that hope has a significant and positive effect on self-compassion. This may be because employees have specific objectives and their belief that they will succeed in their tasks in the direction of these objectives causes them to be attentive and prudent even against undesirable conditions. Finally, it was found that resilience has a significant and positive effect on self-compassion. This may be because employees are attentive and prudent as a result of their resistance against uncertain or bad conditions and thinking that they can endure difficult situations.

Various studies have been found in the literature on the effects of the variables of the research on each other. Among them, in the study titled "The multi-generational nursing workforce: Analysis of psychological capital by generation and shift" conducted by Sweet and Swayze (2017) on 203 healthcare workers working in a hospital in the USA, while Baby Boomers employees had the highest level of psychological capital and self-efficacy, it was followed by Generation X and Generation Y employees. However, it was also found in our study that the sub-dimensions of psychological capital differ according to Generations Y and Z. In the study titled "A comparison between Generations X and Y in terms of positive psychological capital" conducted by Yıldız (2017) on 284 healthcare professionals in Türkiye, it was found that the psychological capital level of Generation X employees is higher than Generation Y employees. However, the differentiation of the sub-dimensions of psychological capital according to Generations Y and Z was also examined in our study. In the study titled "The effect of psychological capital levels of Generation X and Y employees on organizational commitment" conducted by Erbelger (2022) on 154 Generation X and Y employees working in various companies in Türkiye, it was determined that the sub-dimensions of psychological capital's self-efficacy, resilience and hope did not differ for Generations X and Y. However, it was also found in our study that hope differs in Generation Z and psychological resilience in Generation Y. In the study titled "The effect of Generation Z mindfulness on subjective happiness: mediating role of self-compassion" conducted by Çevik and Kırmızı (2020) on 402 university students in Generation Z in Türkiye, they found the mediating effect of self-compassion on different variables. However, in our study, the effects of the sub-dimensions of psychological capital on self-compassion and the differentiation of psychological capital according to generations were also examined. In the study titled "Psychological capital as a predictor of self-compassion amongst those of productive age unemployed during the pandemic" by Hidayat et al. (2020) on 130 employees in Indonesia, they found that psychological capital had positive effects on self-compassion. Our study is similar to these results. However, in our study, the effects of the sub-dimensions of psychological capital on self-compassion and the differentiation of psychological capital according to generations were also examined. In their study titled "The mediating role of self-compassion in the effect of psychological capital on burnout" conducted by Polatçı and Baygın (2022) with 206 public hospital employees working in a public hospital in Türkiye, they found that psychological capital has positive effects on self-compassion. Our study is similar to these results. However, in our study, the effects of the sub-dimensions of psychological capital on self-compassion and the differentiation of psychological capital according to generations were also examined. In their study titled "Interaction of psychological capital and organizational commitment: The role of the

mediator of self-compassion” conducted by Yalap and Baygın (2020) with 189 public employees working in a courthouse in Türkiye, they found that psychological capital had positive effects on self-compassion. Our study is similar to these results. However, in our study, the effects of the sub-dimensions of psychological capital on self-compassion and the differentiation of psychological capital according to generations were also examined. In their study titled "Academic expectation, self-compassion, psychological capital, social support, and student well-being" conducted by Poots and Cassidy (2020) with 258 university students aged 18-39 in Türkiye, they found that psychological capital has positive effects on self-compassion. Our study is similar to these results. However, in our study, the effects of the sub-dimensions of psychological capital on self-compassion and the differentiation of psychological capital according to generations were also examined.

This study is important because previous studies have also not been conducted to include all Generations X, Y, and Z on the relationships between psychological capital and self-compassion variables. Although the effect of psychological capital on self-compassion has been investigated in previous studies, the effects of all sub-dimensions of psychological capital on self-compassion were examined in the aviation sector as a whole in this study. This study will contribute to the literature as there is no study on the subject in question including Generations X, Y, and Z working in the aviation sector. In future studies, it is recommended to use a larger sample size and to repeat it with quantitative and qualitative studies. However, this study also has some limitations. The most important ones are the geographical limitation in the study, the inability to access all generations, and the shortage of time. In future studies, studies that discuss the effects of psychological capital and self-compassion variables on mediators can be performed.

As a result of the research, it has been tried to discuss the positive outputs of the organization due to the increase in the self-compassion of the employees in an organization that has employees from different generations with high psychological capital. In the study, useful findings were found for managers in terms of revealing the effects of the aforementioned outcomes and the behaviors and attitudes of generations with high psychological capital levels on self-compassion. Accordingly, this study can provide a perspective for managers to increase their employees' self-compassion and improve their behavior and attitudes positively in this context.

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